



**Arizona State University
Oracle/PeopleSoft Implementation
OASIS Project Charter**

April 19, 2006

Version Control

Document Title: *Arizona State University OASIS Project Charter*

- Authors:**
- Max Davis-Johnson, Project Director
 - Michael Dickson, SA Functional Director
 - Katherine Ranes, SA Functional Director
 - Sue Bishop, HR Functional Director
 - Todd McElroy, CedarCrestone Director
 - Tasleema Tarmeen Lallmamode, Technical Director
 - Barry Brummund, Technical Director

Revision History

DATE	REVISION	BY	PAGE(S)
03/07/2006	Draft Executive Summary	Management Team	All
04/23/2006	Final Draft for Review	Management Team	All

Table of Contents

- Executive Summary 1
 - Purpose..... 1
 - Vision 1
 - Project Goals 1
 - Scope..... 1
 - Timeline 2
 - Summary of Key Milestones 2
 - Project Approach 3
- 1.0 Foundation 6
 - 1.1 Problem Statement..... 6
 - 1.2 Vision 7
 - 1.3 Mission..... 7
 - 1.4 Project Goals 7
 - 1.5 Critical Success Factors 9
 - 1.6 Assumptions 10
- 2.0 Project Scope 11
- 3.0 Project Facilities and Technical Environment..... 12
 - 3.1 Technical Environment 12
 - 3.2 Project Facilities..... 12
- 4.0 Project Management and Control..... 13
 - 4.1 Project Plan Maintenance..... 13
 - 4.1.1 Project Plan Availability 13
 - 4.2 Meeting Management 13
 - 4.2.1 Project Meetings..... 13
 - 4.3 Project Reporting 14
 - 4.3.1 Weekly Status Reports 14
 - 4.3.2 Monthly Status Reports 14
- 5.0 Project Structure..... 15
 - 5.1 Teams, Roles, and Responsibilities..... 15
 - 5.2 Project Team Training Requirements 19
- 6.0 Project Processes 20
 - 6.1 Standard Procedures..... 20
 - 6.1.1 Phase I: Project Planning and Preview 20

- 6.1.2 Phase 2: Analysis and Design..... 22
- 6.1.3 Phase 3: Configure and Development..... 23
- 6.1.4 Phase 4: Testing and Training..... 27
- 6.1.5 Phase 5: Deploy and Optimize..... 28
- 6.2 Issue Resolution and Change Control Processes 28
 - 6.2.1 Capturing, Monitoring, and Communicating Issues..... 29
 - 6.2.2 Escalating Issues..... 29
- 6.3 Documentation Management..... 29
 - 6.3.1 Naming Conventions 31
 - 6.3.2 Documentation Lifecycle 32
- 7.0 Communication Strategy 34
 - 7.1 Communication Goal and Objectives 34
 - 7.2 Approach to University-wide Communication 34
 - 7.2.1 Critical Communication Success Factors 34
 - 7.3 Roles and Responsibilities..... 35
 - 7.3.1 Leadership Involvement 35
 - 7.3.2 Communication Team Roles and Responsibilities 35
 - 7.5 Communication Processes 35
 - 7.5.1 Leveraging Communication Efforts 35
- 8.0 Data Conversion Strategy 36
 - 8.1. Conversion Scope 36
 - 8.1.1 What Data will be converted?..... 36
 - 8.1.2 When will the data be converted? 36
- 9.0 Testing Strategy 37
 - 9.1 Testing Processes 37
 - 9.1.1 Unit Testing 37
 - 9.1.2 System Integration Testing..... 37
 - 9.1.3 Customization Testing 37
 - 9.1.4 Performance Testing 37
 - 9.1.5 Acceptance Testing 38
 - 9.2 Participants..... 38
- 10.0 End User Assistance Strategy 39
 - 10.1 End User Documentation Services 40
 - 10.1.1 Documentation Objectives..... 40
 - 10.1.2 Documentation Approach 40

PROJECT CHARTER



10.1.3	End Users' Documentation Needs	40
10.1.4	Documentation Development	40
10.1.5	Maintenance and Distribution	41
10.2	Training Services	42
10.2.1	Training Objectives	42
10.2.2	Training Approach	42
10.2.3	Training Processes	43
10.3	Support Services	45
10.3.1	Help Desk and Support Service Objectives.....	45
10.3.2	Approach	45
11.0	Post-implementation Strategy.....	46

EXECUTIVE SUMMARY

Purpose

The Project Charter provides the major goals and objectives, strategies, and standards for the OASIS (Online Administrative and Student Information System) project. This project will implement the PeopleSoft Student Administration (SA) and Human Capital Management (HCM) software at Arizona State University. The charter defines the following standards and operating procedures for the project:

- Organizational structure
- Project team roles and responsibilities
- Project management tools and standards
- Issue resolution and decision approval processes
- Communication, documentation and training strategies

Vision

Improve service to students and employees, improve recruitment of students and employees, minimize costs, and begin to coordinate across universities to simplify student access to university resources. Install a modern infrastructure to respond to the needs of the New American University.

Project Goals

To consider this software implementation project a success, the Functional Council and Management Team have set the following goals:

1. Complete the project on time and within budget.
2. Position ASU's administrative applications to support significant growth and expansion.
3. Optimize the delivered capabilities of the software to adapt business processes, improve productivity, personalize service, enable self-service, and provide access to services.
4. Implement the most upgrade-compatible system feasible and minimize total cost of ownership.
5. Implement a reliable, secure, and scalable technical infrastructure.

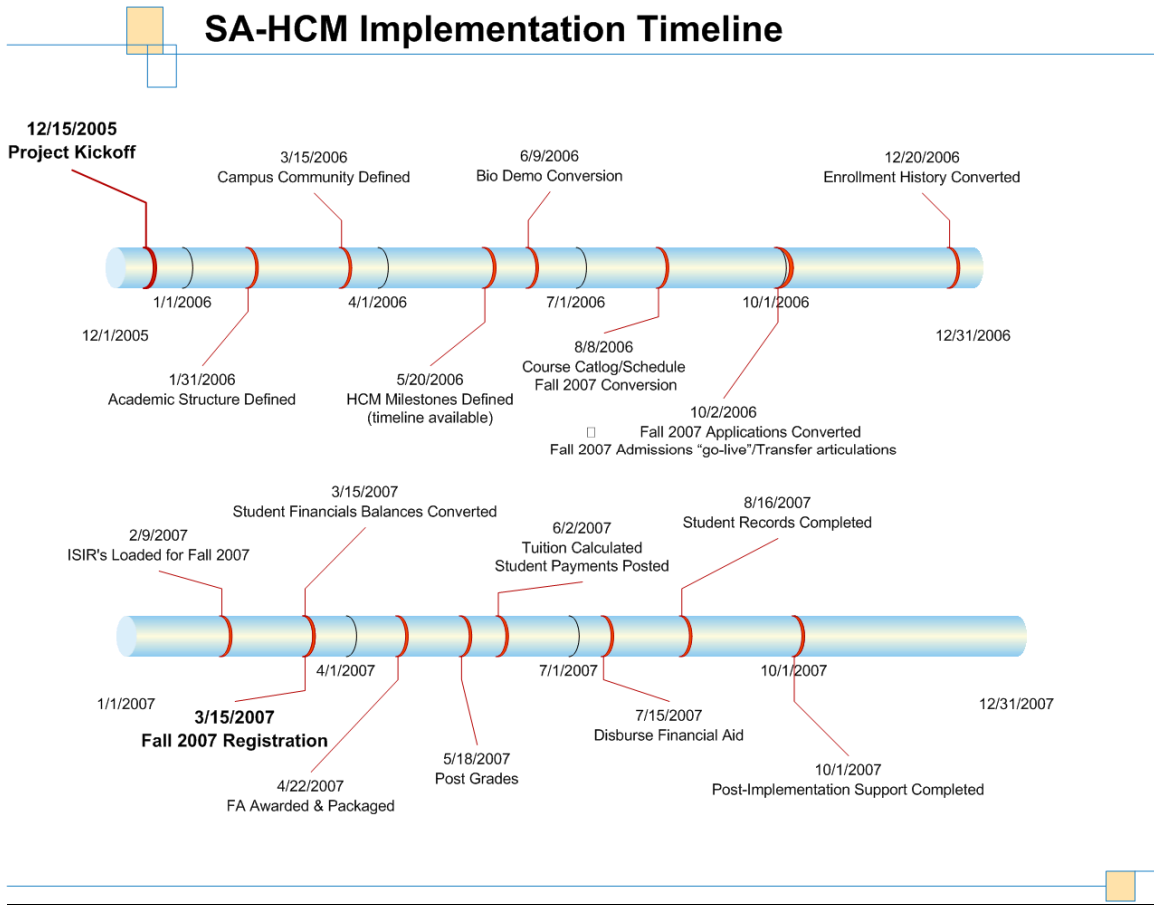
Scope

The scope of the OASIS project includes the implementation of selected modules of PeopleSoft Student Administration and Human Capital Management. This also includes several pilot projects using Customer Relationship Management. A complete list of modules is included in Section 2.0 and is reflected in the project timeline below. OASIS will implement version 8.9 which includes significant self-service capabilities, flexible configuration settings and reporting capabilities, eliminating the need to implement customizations and shadow systems. Interfaces to third-party and ASU software that

will have to share data with Student Administration and Human Capital Management will be identified and prioritized for implementation.

Timeline

The project was approved by the Arizona Board of Regents at their meeting on February 3, 2006. The functionality of the systems identified above will go into production in phases through 2007, as illustrated in the diagram below:



Summary of Key Milestones

MILESTONE	TARGET DATE
▪ Start SA Implementation Project	January 2006
▪ Academic Structure Defined	February 2006
▪ Campus Community Defined	March 2006
▪ HCM Milestones Determined	May 2006
▪ Student Bio/Demo Data Converted	June 2006
▪ Course Catalog/Schedule Converted	August 2006
▪ Applicant Data Converted/Applications Loaded / Transfer Articulation/Admission Processed	October 2006 (goal) February 2007 (deadline)

MILESTONE	TARGET DATE
▪ ISIRs Loaded	February 2007
▪ Enrollment History Converted	February 2007
▪ Holds Converted (Service Indicators)	March 2007
▪ Ready for Live Student Pre-Registration	March 2007
▪ Student Financials Balances Converted	March 2007
▪ Ready to Post Grades	May 2007
▪ Financial Aid Awarded/Packaged	April/May 2007
▪ Calculate Tuition/Accept Payments	June 2007

Project Approach

NAU recently completed a successful migration from an SIS based on the current ASU system to PeopleSoft. In this project, ASU will **implement** a simple, minimally modified, “vanilla” implementation based on NAU’s PeopleSoft based Student Administration and Human Capital Management System (SA/HCM). ASU will **adapt** to the new system through configuring the software and changing business processes. As the New American University grows, the new SA/HCM system will **grow** to respond to this growth and changing needs.

This approach to implementing the PeopleSoft SA and HCM systems will leverage NAU PeopleSoft expertise in project planning, configuration, data conversion, and training. Future upgrades and modifications will be able to draw upon expertise at both NAU and ASU.

The project will be “fast-tracked” with the project team empowered to make the decisions necessary to meet project goals. We will implement the PeopleSoft software with minimal customizations/modifications relying on the flexibility and configurability of the software along with re-engineering of business processes.

To ensure that the project stays “on track,” this project will use proven methodology and processes, and best project practices.

ASU will use a third party to act as an outside auditor to report to ABOR on project status. The independent party will do quarterly site visits and interviews with project staff to assess progress and status of the project.

Key points adopted from the NAU approach are:

- Undertake a phased implementation of core modules
- Regents Vanilla approach is endorsed at ALL levels
- All levels of the project are empowered to make decisions quickly
- Functional Council evaluates and endorses new policy as needed
- Leverage NAU configuration and expertise
- Immerse users in prototyping and testing
- Engage functional users in all stages of the project
- Leverage existing data conversion

- Leverage existing training materials
- Use vendor hosting of applications to speed implementation, reduce costs and risks

ASU will also follow The Sweet Sixteen - best practices for the OASIS Project:

- **Best Practice 1** - Executive management endorses and supports the OASIS Project by providing adequate funding and prioritization.
- **Best Practice 2** – Executive Management will remain actively involved throughout the implementation.
- **Best Practice 3** – The OASIS Project implementation responsibilities should be shared between the University Technology Office and functional areas where the software is being implemented. This is a University Project.
- **Best Practice 4** – Executive management should be cognizant about the ASU's ability to adapt the organizational changes that occur when the new software is implemented.
- **Best Practice 5** – A project manager will be assigned full-time to the implementation.
- **Best Practice 6** –The project team composition will represent all functional areas where the software will be implemented.
- **Best Practice 7** – Project team members are full time on the project and normal job responsibilities should be reassigned to other employees for the project duration. Backfill budget will be provided for departments providing staff to the project.
- **Best Practice 8** – Project team members will receive training on how to work as a team on a project before implementation begins.
- **Best Practice 9** – Support when modules come live will be proactive. Support staff will be on site with key offices during go-live. The project team will “hold hands” with new SA & HCM users during go-live.
- **Best Practice 10** – A separate dedicated work environment specifically created for the project team is required. Both functional and technical project staff will be co-located.
- **Best Practice 11** – All employees who will implement and use OASIS will receive training.
- **Best Practice 12** – Executive management should help employees network with peers at other institutions undergoing similar implementation initiatives.
- **Best Practice 13** – It is often necessary for an institution to change its administrative processes to fit the software. ASU will adapt a philosophy of using the software out of the box or re-engineering a business process before changing the PeopleSoft software.
- **Best Practice 14** – Outside consultants will be used to facilitate implementation efforts and perform knowledge transfer. ASU will retain ownership and control of the implementation process.

- **Best Practice 15** – Implementation information should be continuously communicated to the campus community. Multiple communication modalities will be used. Project team members will have regular meetings with their functional offices to report back and share what is happening in the project office.
- **Best Practice 16** - Conversion of data from the old software system to the new and identifying and implementing reporting needs will begin early in the implementation process.

ASU is partnering with external consultants in a collaborative approach that will combine the external consultants' implementation methodology and expertise in PeopleSoft with the knowledge and expertise of key technical and functional staff in ASU's current information systems and business processes.

Apply local knowledge

By identifying key stakeholders in all service areas and involving them in the analysis and design of software and business processes that will affect their respective areas, we will be able to develop a system and revise our processes in ways that meet our business needs.

Accelerate decision making

Key stakeholders who collaborate on analysis and design work in areas of the system in which they have a common interest will be empowered to make decisions about routine transactions and processes, so that decisions do not get bogged down in layers of bureaucracy and only those issues involving multiple service areas, potential changes to policy, or other complexities, will need to be elevated to the Functional Council. The Functional Council consists of directors from ASU's various campuses that have a vested interest in the new system. They will help make the decisions that will have a direct impact on the University.

Knowledge Transfer

Core teams at ASU will be paired with consultants, so that key technical and functional personnel from ASU will be learning the PeopleSoft system and operating procedures as they go. This knowledge transfer will be supplemented by formal PeopleSoft training, so that by the end of the project these ASU personnel can assume a lead role in training their co-workers and operating the system without the aid of consultants.

1.0 FOUNDATION

The purpose of this section is to clearly identify ASU's vision and strategic direction that are driving this project, as well as the problems or obstacles the project will help solve. This section will answer these fundamental questions: Why are we doing this project? What effects do we want it to have on University operations and customer service?

1.1 *Problem Statement*

The current ASU Student Information System (SIS) was implemented in 1980. Over the last 20+ years, it has become a patchwork of logic changes and new services that still address office specific requirements. The old SIS, while it continues to serve the university, has reached the point of diminishing returns in terms of the personnel and capital investments required to maintain the system. In addition, the current system is structurally unable to address changes and new services required to meet current needs, and to keep pace with participation in the Arizona University Network (AZUN), or support the evolution of ASU as the "New American University".

The current SIS and HR/Payroll systems are built on COBOL, IDMS/DB2 and mainframe technology. The ability to support this technology is diminishing as this workforce is retiring and there is no new workforce with this skill set to replace them. Moving to a new system will not only update the technology (Oracle and open systems) but make a whole new generation of workforce tools available to ASU.

Current limitations of the ASU SIS include limited capacity to implement seamless business processes required by the university, and outdated supporting technology. As a result, Colleges and functional areas are increasingly adding their own technical staff to build and maintain "shadow" auxiliary student systems to meet their needs, raising issues of consistency, liability, and inconsistent service to our students.

ASU must plan the replacement of the current system immediately to be able to test and implement the new system while the current system still functions. Replacing the current SIS with a new vendor supported system would address these limitations and allow ASU to focus on the ASU brand and quality of service. The replacement would provide the flexibility to respond and adapt both technically and functionally to the future role and growth of the University.

ASU's HR/Payroll System has similar deficiencies. Its older, inflexible technology has limited support for the Human Resources office and the services it offers the university community. For example, because the HR/Payroll System is actually a payroll processing system, it does not include a benefits module. As a result, ASU must work through the state benefits system, which results in inefficient benefits practices and slow responses to employee needs. In addition, the current system does not support the recruiting and hiring processes. The resulting inefficiencies dramatically increase time required for recruitment, and regularly results in the loss of top candidates to other employers.

1.2 *Vision*

Improve service to students and employees, improve recruitment of students and employees, minimize costs, and begin to coordinate across universities to simplify student access to university resources. Install a modern infrastructure to respond to the needs of the New American University.

1.3 *Mission*

The mission of this Core Project Team, including ASU staff members and consultants, is to work collaboratively to implement the PeopleSoft system, within the time and budget prescribed, in such a way that it will (1) improve service to students and employees, (2) enrich the learning and working environment, and (3) provide the greatest long-term value to the institution.

1.4 *Project Goals*

To achieve our mission, we have defined specific project goals, and for each goal, we have included examples of concrete guidelines that will enable us to meet these goals.

1.4.1 **Complete the project on time and within budget.**

The following guidelines will help us to meet this goal:

1. Upfront planning. Develop a milestone-based project plan to optimize resources.
2. Manage the project to the project plan, regularly tracking project status against milestones and acting on potential problem areas before they delay the project.
3. Establish and follow a well-defined issue resolution process that includes time limits for escalating and deciding on issues.

1.4.2 **Position ASU's administrative applications to support significant growth and expansion.**

The following guidelines will help us to meet this goal:

1. Emphasize self-service.
2. Learn the capabilities of the new software.
3. Plan for non-credit and credit students, and non-credit and credit offerings when configuring the system.
4. Plan for multi-campus and virtual locations.
5. Plan for AZUN and other ABOR initiatives/organizations.

1.4.3 Optimize the delivered capabilities of the software to adapt business processes, improve productivity, personalize service, enable self-service, and provide access to services.

The following guidelines will help us to meet this goal:

1. Use this project to examine business processes and practices and redesign them where needed within a Regents' Vanilla implementation, and conform to the best practices delivered out-of-the-box by PeopleSoft.
2. Provide appropriate PeopleSoft training for ASU's functional team leads, to familiarize them with PeopleSoft features and functions.
3. Use proven methodology and tools for knowledge transfer and documentation of process decisions and designs.
4. Given a choice between modifying the delivered software to accommodate a current business process or redesigning the process to optimize the software, choose redesigning the process as long as all critical business needs can be met.

1.4.2. Implement the most upgrade-compatible system feasible and minimize total cost of ownership.

The following guidelines will help us to meet this goal.

1. Establish and follow precise approval criteria for all software modifications.
2. When software modifications are necessary, utilize a "bolt-on" approach and do not modify delivered software unless absolutely necessary.
3. Thoroughly document technical specifications for all modifications and interfaces.
4. Reduce the number of shadow or distributed systems that duplicate functions in PeopleSoft.
5. Provide adequate training to technical support staff on the tools and technologies needed to support the new system.
6. Use a mentoring approach with consultants to ensure maximum knowledge transfer to ASU personnel.

1.4.2. Implement a reliable, secure, and scalable technical infrastructure.

The following guidelines will help us to meet this goal:

1. Provide adequate training to technical support staff on the tools and technologies needed to support the new system.
2. Use a proven hosting organization to house and support the hardware and software with a contracted service level agreement.

1.5 **Critical Success Factors**

Critical success factors are conditions and resources that must be present and available for the project to be successful. Because these factors typically pertain to commitment of project resources, the Functional Council should be notified if a critical success factor is altered during the course of the project, so that it can take mitigating action. The critical success factors that have been identified for this project have been organized into separate, but interrelated, categories as listed below.

Personnel

1. People are open to a new way of doing things, and there is a willingness and ability to change.
2. There are skilled people on the project who are good communicators, see the big picture, and think outside the box.
3. People are given permission to tell the truth and do so.
4. The most appropriate and knowledgeable people are assigned to the project.
5. There is a process for getting short-term temporary assistance to help offset the loss of key staff during this project.
6. Qualified subject matter experts are available to work with the Core Project Team in specific design sessions, as well as in testing and user training.
7. There will be representation by all campuses.
8. There is adequate functional and technical staff assigned to the project and they are afforded time to devote to the project.
9. Those in key roles have the necessary training and tools for the implementation.
10. A comprehensive training plan is in place.
11. A comprehensive communication plan is in place.
12. An appropriate number of consultants are available.
13. An appropriate amount of information from NAU is available.

Processes

1. The timeline is aggressive and requires prompt decision making.
2. The scope should be limited and decisions regarding scope should be prioritized.
3. Up to date information is provided.
4. The project participants listen to users in their respective service units.
5. All departments will cooperatively review current business processes with the intent of streamlining them to achieve best practices using the PeopleSoft software.
6. New processes will be thoroughly and accurately documented.

7. The current level of service is uninterrupted.

Technology

1. The necessary infrastructure is in place for conversion, development, training, testing, and prototyping.
2. PeopleSoft release upgrades will occur as scheduled with documentation and support.
3. Legacy data to be converted is accessible, accurate and complete.
4. There is University awareness and acceptance that new development in the legacy systems will be restricted to mandatory functions only.

1.6 Assumptions

Assumptions are internally or externally imposed conditions that impact the project and are assumed to be unchangeable. Because assumptions set expectations regarding the “ground rules” for implementation, they should be communicated to all project participants as well as the broader University community. Some examples are given below:

- The scope of software functionality, data conversion, and interfaces has been correctly defined.
- The academic calendar and fiscal calendar will be considered to determine when “go-live” dates are set within the project timeline and contractual schedules.
- PeopleSoft will introduce change for both end users and technical staff.
- Funding for the project will be available at the budgeted amount.
- ASU Core Project Team members will receive necessary PeopleSoft training.
- Both ASU and consulting Core Project Team members will be available to work on the project whenever needed.
- A project work environment, including the necessary hardware, software, network connections, office supplies, and meeting facilities will be available to Core Project Team members for the duration of the project.

2.0 PROJECT SCOPE

The project scope was determined by an assessment of the software required to replace the applications currently running as part of the Student Information System (SIS) and HRMS on the mainframe. This scope includes the software modules identified in **Table 1**. Additionally interfaces will be adapted or created to allow systems not moving to PeopleSoft to continue to function. All required active and historical data will be converted to the new system.

Table 1: Project Scope

SOFTWARE	CAPABILITY
Human Capital Management	<ul style="list-style-type: none"> ▪ HR ▪ Talent Acquisition Manager ▪ Candidate Gateway ▪ Payroll ▪ Time and Labor ▪ Base Benefits ▪ Benefits Administration ▪ Position Management ▪ GL interface ▪ State of Arizona HR interface
Customer Relationship Management (Pilot only)	<ul style="list-style-type: none"> ▪ Prospect Tracking (student) ▪ Help Desk
Student Administration	<ul style="list-style-type: none"> ▪ Admissions/Recruiting ▪ Academic Structure ▪ CRM interface ▪ Campus Community ▪ Financial Aid ▪ Student Financials ▪ Student Records ▪ DARS/DARWIN interface ▪ GL interface ▪ Web application interface ▪ Room scheduling interface ▪
Enterprise Performance Management	<ul style="list-style-type: none"> ▪ Enables reporting and data analytics
Other Software	<ul style="list-style-type: none"> ▪ Affiliate interface ▪ Interfaces to critical administrative systems as determined by project management

3.0 PROJECT FACILITIES AND TECHNICAL ENVIRONMENT

3.1 *Technical Environment*

ASU will contract with CedarCrestone, Inc., to provide a hosted environment for the following applications:

- PeopleSoft HRMS Suite
- Customer Relationship Management
- PeopleSoft Campus Solutions & Student Administration
- PeopleSoft Portals and EPM Modules
- UPK
- UPK Content

The hosted environment will include the DEV, TST, and PROD instances of the following:

- Application Servers
- Oracle Database Servers
- Web Servers

CedarCrestone will be responsible for

- (1) Monitoring servers
- (2) Monitoring performance
- (3) Installing PeopleSoft applications
- (4) Applying fixes and patches
- (5) Migrating customizations from test to production
- (6) Providing an environment and tools for 2-tier development
- (7) Providing disaster-recovery tools

For a complete list of CCI and ASU responsibilities, please refer to the *CedarCrestone MLA-SLA* and *CCI Client Manual* documents.

3.2 *Project Facilities*

Arizona State University will make facilities and necessary equipment available for the core project teams and the service teams on the Tempe Campus. Specifically, a designated area will be provided in the Computing Commons building to house all functional and technical personnel.

With appropriate advanced planning, facilities and equipment will also be available for hands-on training of end users.

4.0 PROJECT MANAGEMENT AND CONTROL

The purpose of this section is to provide a general overview of the processes and tools to be used to ensure project performance is regularly measured so that variances are identified and, where appropriate, actions are taken to resolve the variances. The following best practices will be deployed throughout the ASU Implementation Project lifecycle to ensure that the project plan is effectively executed and controlled.

4.1 Project Plan Maintenance

The Project Plans will be maintained using the Microsoft Project application. Separate plans will exist for Student Administration, Customer Relationship Management, and Human Resources. Each plan contains a comprehensive list of the required phases, tasks, and milestones for successful execution of the project. The plan identifies estimated begin and end dates for each phase, task, and milestone. As the project evolves, the plans will be updated to reflect percentage complete references for each task, phase, or milestone. The following control processes will be used to ensure that the Project Plans are regularly updated, monitored, and communicated.

4.1.1 Project Plan Availability

The Project Directors alone will have the security access to update the Project Plans, and will do so at least once per week. The Project Directors will ensure that current versions of the Project Plans are available to all members of the Core Project Team on the shared drive.

4.2 Meeting Management

4.2.1 Project Meetings

Planning: Facilitators (typically the consultants or ASU Functional Lead) will use Microsoft Outlook Calendar to schedule meetings. Agendas and supporting documents will be shared with meeting participants before the meeting.

Communicating Results: Meeting minutes, using the standard **Meeting Minutes Template**, will be created for each formal meeting. The facilitator of the meeting is responsible for creating and distributing the meeting minutes. The meeting minutes will be saved using the standard naming conventions described in Section 6.3.

Types of Meetings:

IDP Sessions– IDP (Interactive Design Prototype) sessions occur for each respective project module for the purpose of gathering functional requirements and designing business processes to optimize the capabilities of the system. The consultants supporting the functional leads are responsible for facilitating these meetings.

Module Team Meetings - These meetings occur on an as needed basis to coordinate, validate or modify team activities. Common reasons for these meetings include; conversions, module scope, testing, training, modification reviews, etc. ASU functional leads or supporting consultants are responsible for facilitating these meetings.

User Review Sessions – These meetings occur on an as needed basis so that the proposed system users may review system deliverables and provide open, candid feedback about the performance of the deliverables. ASU functional leads or supporting consultants are responsible for facilitating these meetings.

Project Status Meetings– These meetings are held regularly and attended by the appropriate Core Project Team members. The purpose of these meetings is to discuss project status as it relates to schedule and performance for the project.

Functional Council Meetings – Regular meetings of the Functional Council will be scheduled on a monthly basis to review project status and issues. These meetings are attended by the ASU Functional Council members, Functional Directors and Technical Directors. The Functional Council will also meet as needed to address unresolved issues that require executive decisions.

4.3 Project Reporting

The principle vehicles for project reporting will be standard weekly and monthly status reports. These reports will be developed and submitted as described below. Once a status report has been reviewed and approved by the appropriate recipient (Project Directors or Functional Council), it will be posted to the Project Shared Drive and be available to all Core Project Team members.

4.3.1 Weekly Status Reports

Using the standard **Weekly Status Report Template**, weekly status reports will be submitted jointly as follows:

- ASU Functional Leads and the supporting consultants will submit joint status reports to the Project Directors by the end of each week. The ASU Functional leads will be responsible for posting the status reports to the Shared Drive using standard naming conventions described in Section 6.3.
- ASU Technical Leads and supporting consultants will submit joint status reports to the Project Directors by the end of the week.

4.3.2 Monthly Status Reports

Using the standard **Monthly Status Report Template**, the Project Directors will jointly submit a monthly status report to the Functional Council. This report will summarize the status of critical target dates and milestones, accomplishments and activities of the past month, and any issues that still need to be resolved. Monthly project summaries will also be available to everyone in the University on the project website.

5.0 PROJECT STRUCTURE

The purpose of this section is to describe the project organization, explain project roles and responsibilities. The chart in Figure 1 below provides an overview of the structure of the Project Team:

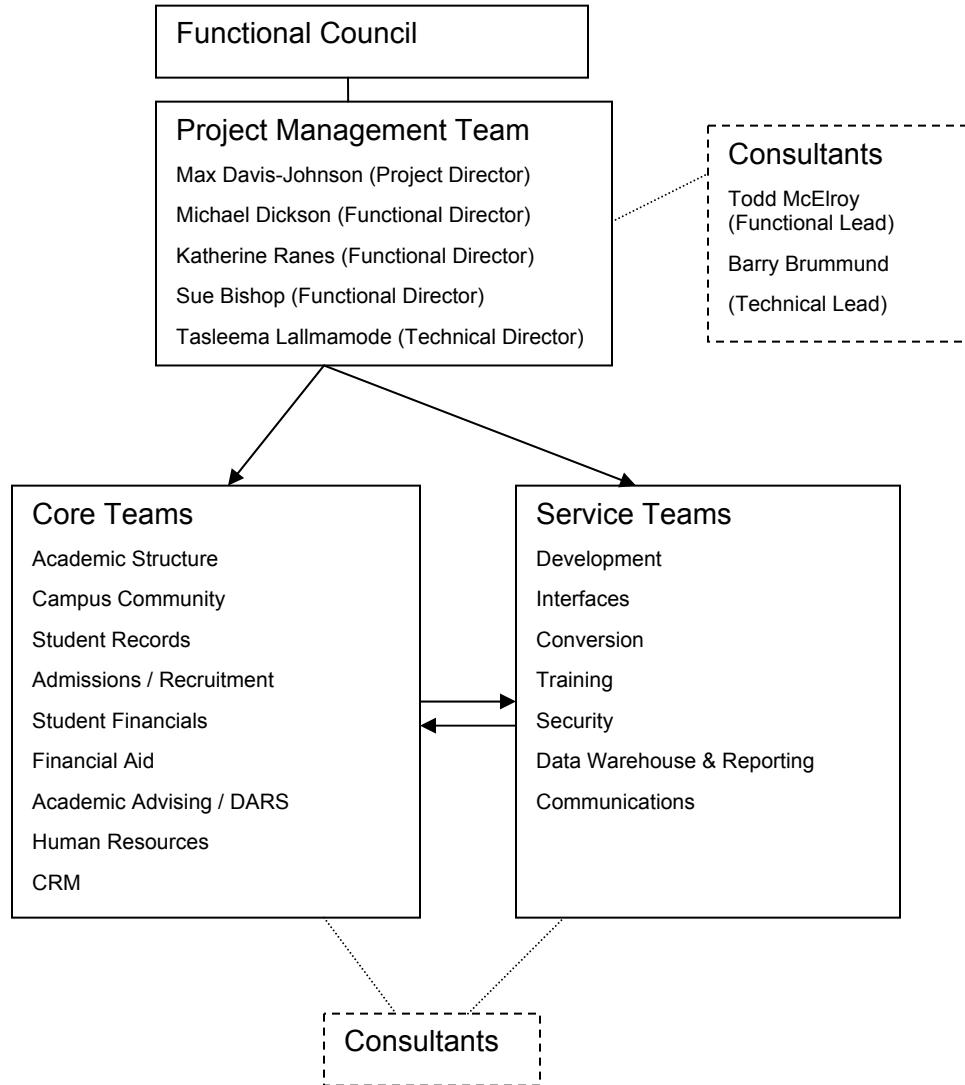


Figure 1: Project Structure

5.1 Teams, Roles, and Responsibilities

This section describes the various teams, their roles and their responsibilities. Each table below addresses a particular team. Additionally, a team roster with contact

information for all consultants and ASU project team members will be maintained and updated throughout the project. It will be available to all team members in the Project Communication Center.

Table 1: Functional Council

ROLES	RESPONSIBILITIES
<p>Membership and Responsibilities The functional council will advise and facilitate the implementation of the Oracle PeopleSoft Student Administration and Human Capital Management systems.</p> <p>The Functional Council will consist of directors and administrators who have a vested interest in the new system. They will help make decisions that will have a direct impact across the university community.</p>	<ol style="list-style-type: none"> 1. Facilitate high level project decisions. One of the keys for the success of the implementation project is to make decisions wisely and quickly. 2. Research and help solve issues raised by the Project Management Team and provide input into strategic project planning and implementation. 3. Draft and if appropriate approve project, computing and data management policies and procedures. 4. Serve as a vehicle to help keep the ASU community informed about changes, issues, and decisions. 5. Review and approve project scope and priorities if appropriate. 6. Review and approve system modification requests if appropriate

Table 2: Project Management Team

ROLES	RESPONSIBILITIES
<p>Membership and Responsibilities The Project Management team consists of project, functional and technical directors.</p>	
<p>Project Director: The project director oversees all aspects of the project and leads the project management team.</p>	<ol style="list-style-type: none"> 1. Resolve staffing and business issues/concerns . 2. Monitor project progress and consultants' performance. 3. Make overall project decisions that ensure the project is completed on time and within budget constraints. 4. Coordinate all activities that involve entities external to the project team. 5. Lead project management team. 6. Monitor milestone achievement and takes corrective action if warranted.
<p>Functional Directors: The Functional Directors oversee project implementation and facilitate communication across core and service teams, with focus on business processes.</p>	<ol style="list-style-type: none"> 1. Manage issue resolution. 2. Manage scope, monitor milestone achievement and take corrective action if warranted 3. Regularly report progress of the project to the Management Team and the Functional Council. 4. Direct the training and end-user support efforts. 5. Facilitate prioritization of project activities.
<p>Technical Director:</p>	<ol style="list-style-type: none"> 1. Manage issue resolution.

<p>The Technical Director oversees project implementation and facilitates communication across core and service teams, with focus on technical requirements and processes.</p>	<ol style="list-style-type: none"> 2. Manage scope, monitor milestone achievement and take corrective action if warranted 3. Regularly report progress of the project to the Management Team and the Functional Council. 4. Direct technical training efforts. 5. Facilitate prioritization of project activities. 6. Respond to requests for technical enhancements in the PeopleSoft system from the Functional Directors. 7. Provide interfaces and interface support between PeopleSoft and other systems when requested by Functional Directors.
--	---

Table 3: Service Teams

ROLES AND PERSONNEL	RESPONSIBILITIES
Functional Techs	<ol style="list-style-type: none"> 1. Assist functional groups in their IDP sessions. 2. First group of technicians who respond to customization requests from functional groups.
Development	<ol style="list-style-type: none"> 1. First group of technicians to implement customizations that are owned by functional groups without technical representation. 2. Assist functional techs with customization requests as necessary,
Interfaces:	<ol style="list-style-type: none"> 1. Implement interfaces from current ASU legacy systems to PeopleSoft systems as necessary.
Workflow:	<ol style="list-style-type: none"> 1. Assist functional groups develop and implement workflow requirements.
Security	<ol style="list-style-type: none"> 1. Develop security strategy 2. Develop functional requirements for security 3. Develop technical specifications for security 4. Configure application and database security
Helpdesk	<ol style="list-style-type: none"> 1. Develop and implement Helpdesk plan.

Table 4: Core Teams

CORE TEAMS & LEADS	CORE TEAMS RESPONSIBILITIES
<p>Academic Structure Katie Ranes, ASU Todd McElroy, CedarCrestone</p> <p>Campus Community: Susan Moore, ASU Evelyn Pidgeon, ASU Todd McElroy, CedarCrestone</p> <p>Admissions / Recruitment: Kelley Brundage, ASU Kristi Zona, ASU Mark Myhre, CedarCrestone</p>	<ol style="list-style-type: none"> 1. Carry out the Project Plan 2. Define business processes 3. Determine table values 4. Complete required table setup and maintenance 5. Define data conversion requirements and timeline 6. Define required reports 7. Develop information for test scripts 8. Define security requirements 9. Recommend policy change 10. Define modifications/customizations 11. Complete testing

PROJECT CHARTER

<p>Financial Aid: Richard Cons, ASU Jeanette Phillips, CedarCrestone</p> <p>Student Financials Joanne Wamsley, ASU Tom Montgomery, CedarCrestone</p> <p>Student Records Janice Garcia, ASU Dorella Banks, CedarCrestone</p> <p>Human Capital Management James Boshears, ASU Elaine Moore, ASU TB D, CedarCrestone</p> <p>CRM</p>	<ol style="list-style-type: none">12. Maintain business process documentation13. Work with Training Team to develop and deliver training curriculum to end users14. Resolve or elevate issues15. Define data cleanup requirements and process
<p>Subject Matter Experts (SME)'s: ASU Functional experts who will share these responsibilities in their respective areas of expertise for each of the teams listed above.</p>	<ol style="list-style-type: none">1. Identify and map critical business processes2. Explore software to understand capabilities3. Formulate best practice processes and procedures4. Assist in design of prototypes5. Review prototypes with appropriate university members6. Participate in testing7. Assist with documentation and training8. Serve on Business Process Teams as needed9. Assist in resolving open Help Desk issues as needed

Table 6: Training/End User Assistance Team

ROLES AND PERSONNEL	RESPONSIBILITIES
Functional Leads: TBD, Training Coordinator, ASU	<ol style="list-style-type: none"> 1. Develop end user documentation, training, and post-implementation support plans 2. Plan and oversee development of end user training materials and user guides 3. Coordinate train-the-trainer program for end user training 4. Coordinate with Project Management Team to determine technical environment and facilities needed for end user training. 5. Coordinate with Support Services in implementing post-implementation end user support

Table 7: Communication Team

ROLES AND PERSONNEL	RESPONSIBILITIES
Communication Coordinators: JamesPalazzolo, Communication Coordinator	<ol style="list-style-type: none"> 1. Develop and execute plan for communication of project information to targeted audiences University-wide. 2. Develop and distribute articles about project benefits, status, training, etc. 3. Provide Quality Assurance review for communications to all audiences beyond the Core Project Team.

5.2 Project Team Training Requirements

The project directors along with consultants will work to determine team members' training needs based on their project roles and project budget. Once these needs have been determined, the Technical Team will schedule training with Oracle University.

6.0 PROJECT PROCESSES

The purpose of this section is to describe the processes and tools that will be used to design, develop, configure, and set up all software that is included in the project scope. These processes and tools are critical to the success of the project in meeting its goals. In addition to the standard procedures of Propel, CedarCrestone's implementation methodology, critical project processes include the following:

- Issue Resolution and Change Control
- Decision Making
- Modification Criteria
- Document Management

6.1 **Standard Procedures**

This project will follow the standard procedures of CedarCrestone's Propel implementation methodology, which is organized around five phases:

1. Project Planning and Preview
2. Analysis and Design
3. Configuration and Development
4. Testing and Training
5. Deploy and Optimize

6.1.1 **Phase I: Project Planning and Preview**

The planning phase provides an opportunity to discuss and come to agreement on a set of common goals and objectives and develop positive working relationships. It is the beginning of building a team that has a shared vision, views the project from a systems thinking perspective, develops team learning capabilities, and advances individual mastery of new skills.

Objectives

1. Jointly define and communicate the project vision, goals and objectives
2. Confirm project scope
3. Specify the project organization and roles and responsibilities of participants
4. Establish a timeline and resources necessary to guide the project to a successful completion
5. Identify project risks and formulate mitigating strategies to eliminate them
6. Develop a communication plan based upon constituency needs for project information

Process

Project Chartering. We will conduct planning meetings with the appropriate group/individuals to complete the following tasks: formulate the project vision, goals and

objectives; discuss and confirm the project scope, organizational structure and roles and responsibilities of participants; conduct a risk analysis; develop/confirm the decision making process; formulate the Training Plan for Core Project Team members and end users; and determine the appropriate strategies for modifications, interfaces and data conversion.

Project Plan Development. Based upon the finalized Statement of Work and methodology, we will proceed to formulate an initial Project Plans for the SA, HCM and CRM modules. We utilize Microsoft Project to develop and maintain a detailed Project Plans that lists tasks in sequential order with corresponding start and finish dates, proposed staff, and projected duration for each task. Once the CedarCrestone Project Director has drafted the Plan, it is refined in collaboration with ASU's Project Directors and Functional Council. The CedarCrestone Project Director will be responsible for the systematic and timely collection of measurable, meaningful and accurate information to maintain the Plan. The Project Directors will regularly review the Project Plan with the Project Team and Functional Council and make a summary available for the Project Website.

Phase 1 Deliverables

The ASU Project Team and consultants will produce the following deliverables in this phase of the project:

1. Meeting Agendas
2. Project Statement of Work
3. High-level Project Plan
4. Project Charter
5. Standard Deliverable Templates

6.1.2 Phase 2: Analysis and Design

This phase of the project is also known as Interactive Design/Prototyping (IDP)[™], CedarCrestone's approach to designing and prototyping system and business processes. We begin with a discussion of the needs of end users who are to be served by the software. From this perspective, we review current business processes and the capabilities of the software. Functional teams comprised of ASU subject matter experts, team leads, and CedarCrestone functional consultants collaborate to identify any required adaptations in business practice or software, develop a comprehensive implementation task list, and create a prototyped system design. This phase encompasses all processes and software determined to be within scope. This approach accelerates the analysis and design stage of the project by building a prototype and facilitates knowledge transfer by including business process experts in the design process.

Objectives

1. Design and develop prototypes of high priority processes
2. Develop strategies for testing and security
3. Refine the project plan
4. Accelerate system set-up

Processes

IDP Planning. During this initial IDP process, CedarCrestone functional leads work with ASU staff to select functionality topics, identify business processes, confirm participants for IDP sessions, schedule IDP sessions, and conduct an IDP orientation. The IDP process is intended to involve users immediately to draw upon their knowledge of the University's business functions. By bringing users in at the start of the project, we hope to achieve the following: (1) they will have ownership of the process, (2) they will have realistic expectations of the project scope, and (3) they will be more willing to invest in the outcomes.

IDP Sessions. The IDP sessions will involve a wide range of the University's functional and information systems staff in focused sessions. In the IDP sessions, a functional lead will walk the users through a particular functionality of the software. During the sessions, the functional teams will map the software's functions to the University's current or desired business processes. System support for these processes will then be compared to the delivered functionality of the product, and users will be walked through the actual processes on-line.

This walk-through encourages active participation and input from team members regarding the components of the system and how they will be used. By using the delivered product as a template for discussion, differences or gaps between delivered functionality and anticipated utilization are clearly identified. At the conclusion of the process, users have a specific understanding of the extent to which the system will support their requirements and where changes to business processes can help optimize the software and improve productivity. If a software modification is considered absolutely necessary, a request and rationale for modification are submitted to the Project Management Team for review and approval.

IDP Outcomes. The IDP sessions enable the team to quickly uncover gaps in functionality and explore alternative solutions. The issues and their recommended solutions are documented using the **IDP Session Minutes Template or IDP Workbooks**, and minor changes to the system can be incorporated immediately. Other changes, such as those to business processes or program logic, are documented and addressed later in the implementation.

The results of the IDP sessions enable the project team to develop a working prototype using ASU-specific business process models. The prototype will provide a working model that reflects ASU's unique rules, processes, and data. It can be used in management demonstrations, training development, and testing.

Another outcome of the IDP phase is an expanded and more detailed Project Plan. This iterative approach to refined planning incorporates specific requirements and provides an increasingly more specific road map as the project enters the detailed development, implementation, and deployment phase. Specifically, the Project Plan includes the following information:

1. Specific work breakdowns structures (WBS)
2. Dependencies and other relationships among tasks
3. Estimated effort
4. Resource allocation of both internal and external project staff

At the conclusion of this prototyping process, we will have the complete project template to accomplish modification, enhancement, conversion and implementation. This overall model will provide enough structure and discipline to drive the project forward while maintaining necessary control and accountability.

Phase 2 Deliverables

The ASU Project Team and CedarCrestone consultants will produce the following deliverables in this phase of the project:

1. IDP Sessions Minutes
2. Detailed conversion plan and definition of data conversion requirements
3. An overall logical flow of the system and interface points
4. Functional and technical modification requirements
5. Assessment of report requirements
6. Assessment of Interfaces with existing internal systems and third party vendor systems
7. Development of security templates and security requirements
8. Refined end-user training strategy

6.1.3 Phase 3: Configure and Development

With sufficient planning and involvement of key stakeholders and prototyping of the system in Phase 2, this phase entails the development, data conversion, setup, and configuration of the PeopleSoft software, interfaces, and reports. By this stage, ASU

project team members should be familiar with the software and well prepared to develop functional and technical specifications and business process guides.

Objectives

1. Develop Technical Plan to include modifications, interfaces, and conversion
2. Develop detailed functional and technical specifications
3. Configure the application
4. Map data from the legacy system to the new system
5. Document business processes
6. Develop and unit test modifications, interfaces, reports and conversion processes
7. Apply fixes, upgrades, and security

Process

The first step in this phase is development of a Technical Plan, which includes detailed functional and technical specifications for approved application modifications, custom reporting, interfaces and conversions. The Technical Plan outlines the assumptions, number of interfaces, timing, and technical considerations. The technical staff builds the necessary conversion programs, tests the conversion programs, and executes the conversion.

Data Conversion

Data conversion activities are often among the greatest challenges of an implementation project. Irregularities in legacy data must be rectified, or the results can have catastrophic impacts on business functionality and distort data exponentially with use. Therefore, one of the project deliverables for Phase 2, Analysis and Design, is a detailed conversion plan, which establishes the objectives and criteria for the conversion effort and identifies specific data and database sources to be converted based on these criteria. The key strategies driving the conversion plan are included in Section 8.1, “Data Conversion Strategy.”

We organize the specific tasks associated with conversion according to the following major components: (1) conversion planning, (2) data analysis and mapping, (3) conversion programming, (4) data integrity checking and audit, (5) conversion execution and (6) post conversion clean up. CedarCrestone will provide a data mapping methodology and a facilitator who works with the functional users and appropriate technical staff. This data mapping activity results in information that assesses the integrity of the data, identifies policy issues, clarifies and formulates data definitions, and provides a basis for proceeding with the conversion in a logical manner.

Customization Strategy

As set forth in the Project Statement of Work, all software modifications, other than simple SQR’s (query programs), must be approved by the Project Management Team. Approval of software modifications will be restricted to those modifications that meet one of the following criteria.

- **Mandatory Regulatory Requirement** – There is a Federal or State/ legal requirement or accreditation requirement imposed by an external agency that cannot be eliminated or changed. The requirement will be cited, subjected to careful review for alternative interpretations, and challenged if reasonable to do so.
- **Business Requirement** - There are policy compliance and reporting requirements mandated by the University’s by-laws or the Chancellor.
- **Productivity Enhancement** - There is a substantiated, well-documented business case, i.e., cost benefit, for the modification based on real costs and savings.
- **Mission Critical** - without this capability, the institution will lose a competitive advantage or capability considered critical to its mission.

If a software modification is approved by the Project Management Team, we will follow the technical guidelines described in **Table 9**, below, in order to minimize the impact of the modification on future upgrades.

Table 9: Technical Guidelines for Customizations

DOMAIN	GUIDELINE	IMPLICATIONS
Data Structures	When unable to store required data in provided data structures, we will always add new record definitions rather than augment existing records.	This prevents PS changes to those records from overwriting our own, and prevents impact on other processes that use those records.
Pages and Components	Several techniques may be used to prevent PS changes from impacting custom changes, including the following: <ul style="list-style-type: none"> ▪ Clone and Edit: we may clone existing PS objects and modify them for our use as needed. ▪ Sub-pages: when Clone and Edit may be cumbersome, we create links to new data on the existing pages. If a page is changed by PS, only the link must be restored. ▪ New Pages & Components: Sometimes it is a more viable option to use our own page or groups of pages to access data. 	Clone and Edit may be cumbersome. See Sub-pages approach.
PeopleCode Programs	PeopleCode is a scripting language that performs work for the user when certain actions are performed in the system. The PeopleSoft PS system contains over 30,000 of these programs. Some approaches using PeopleCode include the following: <ul style="list-style-type: none"> ▪ Make the change and accept the risk. ▪ Clone items and change clones: In some cases, it is possible to avoid changing PeopleSoft PeopleCode but still alter how a page behaves with this method. 	Changes to these programs can be risky for upgrades. However, PeopleTools 8.0 added flexibility we can utilize to reduce upgrade risk in some cases. For certain small changes, the risk is minimal.
Online or Batch	Approaches to modification of these items vary depending	COBOL programs are the most

DOMAIN	GUIDELINE	IMPLICATIONS
Programs	on what kind of item is in question. Examples of approaches are highlighted below: <ul style="list-style-type: none"> ▪ COBOL Programs: we seek to avoid any modification to COBOL programs. We would either build a new process using another tool, or recommend a “pre” or “post” processing program to be added before or after the delivered process to achieve desired results. ▪ SQR Programs: New SQR programs are often created to support custom reporting requirements. Existing SQR programs that must be changed are usually cloned. 	difficult to maintain, and over time PeopleSoft is expected to phase them out. We seek to minimize modifications to SQR programs because it can be difficult to maintain these programs when PS makes changes.
Application Engine Programs	Sections of AE programs can have effective dates. If we need different functionality for an existing program, it is easy to create a copy of the existing section, update it, and save with a new effective date. New batch processes will be written using this tool.	Modifications to programs written with this tool represent the lowest risk.

Phase 3 Deliverables

The ASU Project Team and consultants will produce the following deliverables in this phase of the project:

1. Technical Plan
2. Detailed functional and technical specifications
3. Conversion maps
4. Tested and documented system components
5. Business Process Guides
6. Module Security Matrices

6.1.4 Phase 4: Testing and Training

It is somewhat misleading to refer to testing as a sequential phase. We emphasize the importance of providing sufficient time for testing throughout the project, using appropriate methods and tools and involving the right people. This phase is the quality assurance step that is critical to assure that the system has been configured properly, the data have been converted correctly, and the technical environment can support the efficient operation of the system.

Objectives

1. Provide testing for the procedures necessary to successfully implement, support, and use the new system at the established levels of performance.
2. Develop Testing Plan to include objectives, types of testing required, and timing.
3. Develop test scripts.
4. Develop end user training materials and schedule.
5. Deliver end user training

Process

Our testing program begins with a Test Plan developed jointly by the ASU Project Team and consultants. The strategy that drives this plan is included in **Section 9.2** of the Charter. The test plan explains what is to be tested and the criteria for evaluating the test results. All test results will be reviewed by the Core Project Team. The typical test plan encompasses both functional and technical users and includes unit testing, system integration testing, acceptance testing, system stress testing/performance and beta/parallel testing. If customizations are made, we also test the customizations. Any exposures revealed during the test will result in the creation of new tasks with deadlines. Required coding corrections are made and testing continues until all conditions are successfully tested. This testing is the final development activity for an individual component.

A training plan will be developed jointly by the ASU Project Team and consultants. The strategy that drives this plan is included in **Section 10.1** of the Charter. Business processes will be identified and target audiences identified. The type of training may vary from large classroom settings, web based or small group based training. Training materials will be crafted from Business Process Guides developed in the previous phase. Testing scenarios can be modified to create practice activities or homework. When a large number of users are to be trained on a set of processes, a train-the-trainers approach will be used to prepare the trainers. A separate training environment may be necessary to accommodate the numerous training sessions.

Phase 4 Deliverables

The ASU Core Project Team and consultants will produce the following deliverables in this phase of the project:

1. Test plan and objectives
2. Test scripts and results
3. Successful test approvals

4. End user training plan
5. End user training materials

6.1.5 Phase 5: Deploy and Optimize

The final phase of the implementation process must be formalized to assure that all necessary pre-requisites to going live are completed. This phase must also address any outstanding issues and assess achievement of all of the objectives set forth in this charter.

Objectives

1. Prepare technical staff for system operation
2. Assist end users in learning to use new system and new business processes
3. Complete final preparations for go-live.
4. Complete cutover to production
5. Assess go-live results.

Process

Training coordinators, functional team leads, and functional consultants will develop training materials and carry out end user training. Project directors will develop a go-live checklist, including dependencies and estimated elapsed time, schedule go-live, confirm resources, roles and responsibilities, and assess readiness for go-live. With these preparations in place, the Core Project Team will execute the go-live processes, including conversion and migration of components. We will obtain go-live approval from the Functional Council.

Finally, following implementation we will conduct a Post-Implementation Review. The results will be presented to the Functional Council.

Phase 5 Deliverables

The ASU Core Project Team and consultants will produce the following deliverables in this phase of the project:

1. Go-live checklist
2. Production system
3. Training materials
4. Post-Implementation Review

6.2 Issue Resolution and Change Control Processes

As the project evolves, issues will surface and risk will be introduced to the project. To ensure that issues are managed so that risk is appropriately mitigated and a plan for resolution is completed within ten business days, the following processes will be deployed:

6.2.1 Capturing, Monitoring, and Communicating Issues

The Project Directors are responsible for capturing all identified issues via an **Issues Log** setup in the Communication Center. As issues are raised, the Team leads will log into the ASU Communication Center and open a new issue. The Project Directors will open the submitted issue, review it to ensure the issue is clearly named, concisely defined and accurate, a priority (high, medium, low) assessed, a responsible party assigned resolution responsibility, and an estimated date for completion given. The Project Communications Center Issue tracking capability will be used to manage issue resolution. The Project Directors will monitor the issues to ensure that they are worked to closure. When an issue is resolved, the Project Directors will update the issue from Open to Resolved and add a description of the solution and indicate the date resolved.

6.2.2 Escalating Issues

Issues that cannot be resolved by the Project Directors will be documented and communicated to the Chair of the Functional Council. The objective of this process is to resolve all issues within three business days of being escalated to the Chair of the Functional Council.

6.3 Documentation Management

To ensure that the project processes described in this section are being followed and that strategies, plans, issues, decisions, solutions, status, and results can be accurately recalled and communicated, we will follow the project documentation development and management standards described in this section. The project team has three primary locations to use for documentation and communication. The Project Website is intended for communicating project information to the greater ASU community. It will eventually link to a project support website that will include documentation, training opportunities, problem resolution methods and other material for users of the system. The Project Center is used for communications through the forums, issue tracking and file storage. Those files stored in the Project Center will be considered in near final form and can be used across teams for reference. The shared file system is available for all other documents and files used by project team members. **Table 10** describes the types of information to be documented, the tools to be used, and the party responsible for the documentation. Templates for all tools listed in Column 1 of Table 3 are contained in the **Shared Drive\Templates and Examples**. Note that the guidelines provided here pertain primarily to project documentation.

Table 10: Project Documentation

TOOL	TYPE OF INFORMATION	RESPONSIBILITY	STORAGE & ACCESS
ASU Project Charter.doc	<ul style="list-style-type: none"> ▪ Project objectives, organization, scope, and ground rules ▪ Project Management and Control ▪ Project Facilities ▪ Project Processes ▪ Issue Resolution Process ▪ Communication Plan ▪ Conversion Strategy ▪ Testing Strategy ▪ End User Assistance 	Project Directors, Functional Council, CedarCrestone Project Director	Shared Drive\Project Management Team\Charter Project Website

PROJECT CHARTER

	Strategy		
YYMMDD [Application] Project Plan	Project tasks, milestones, and percent completed, etc.	CedarCrestone Project Director	Shared Drive\Project Management Team\Project Plans Project Center for reference
Project Team Training.xls	Required and optional courses by role and team member, courses scheduled, and courses completed	Training Coordinators Project Management team	Shared Drive\Training & End User Support
Project Communication Matrix.doc	Who, What, When, How Often, and How to communicate project information to project team and University community	Project Directors, Consultants & Communications Coordinator	Shared Drive\Overall Project Documents\Communications
Communication Center > Issues database	Track status and resolution of project issues	Project Directors	Communication Center > Issues
[Issue Name] Escalation and Response.doc	Document a specific issue that needs to be escalated for resolution	Team Leads	Shared Drive\Application\Issues When complete Communications Center > Issues
YYMMDD [Team Name] Status.doc	Weekly team status reports	Team Leads	Shared Drive\Application>Status Rpts
YYMMDD [Meeting Title] Agenda.doc	Agendas for project, team, or committee meetings	Meeting facilitator	Shared Drive\Appropriate Module Folder
YYMMDD [Meeting Title] Minutes.doc	Minutes for project, team, or committee meetings	Meeting facilitator	Shared Drive\Appropriate Module Folder
IDP YYMMDD [Module Component] Session Agenda.doc	Special agenda for IDP session	CedarCrestone Functional Consultant	Shared Drive\ [Application]\[Module]IDP's
IDP Workbook [Module Component] Topic Version YYMMDD	Document IDP results, decisions, setups from IDP session	ASU Functional Team Lead or appointee and CedarCrestone Functional Consultant	Shared Drive\ [Application]\[Module]IDP's
IDP YYMMDD [Module Component] Session Minutes.doc	Document decisions and table setup values from IDP session	ASU Functional Team Lead or appointee	Shared Drive\ [Application]\[Module]IDP's
IDP YYMMDD [Module Component] Assessment.doc	Participant evaluation of IDP session	CedarCrestone Functional Consultant	Shared Drive\ [Application]\[Module]IDP's
ASU [Module Component] #### Mod Request.doc	Draft Functional request for software modification Approved Functional requests	Consultants and ASU Functional Leads	Shared Drive\ [Application]\ Modifications Shared Drive\ Modifications\Functional Specs
[Module Component] #### Technical Spec.doc	Draft Technical specification for software modification, report, interface, or data conversion programming Final Technical specifications	Consultants and ASU Technical staff	Shared Drive\ Technical\ Modifications Shared Drive\ Modifications\Technical Specs
[Module] Reports Inventory.xls	Inventory of current reports and list of planned reports	Functional leads	Shared Drive\[Application]\ [Module]\Reports
[Module] #### [Report] Spec.doc	Specifications for custom report	Functional Lead & Report Programmer	Shared Drive\[Application]\ [Module]\Reports

	Approved Functional Report spec		Shared Drive\ Modifications\Functional Specs
[Module] Bus Process Log.doc	Log status of business process design	Functional Lead	Shared Drive\[Application] [Module]\IDP's
[Module Component] BPG.doc	Step-by-step guide for conducting key business processes using PS	Functional Lead or SME	Shared Drive\[Application] [Module]\Business Process Guides
[Module] [Conversion Table] Mapping.xls	Template for mapping legacy data to PeopleSoft tables	SME's and technical staff	Shared Drive\[Application] Conversion
[System] [Title] Interface Mapping.xls	Template for mapping data from 3 rd party software source to PeopleSoft tables. Should be included with a Mod/Report Request	SME's and technical staff	Shared Drive\[Application] Interfaces
[Application] [Module] Security Roles .xls	Template for defining access and restrictions by user role	Functional Leads, SME's and Security Technical Team	Shared Drive\[Application] \Security
[Module] Test Script Log.doc	Log of test scripts ready for use	Functional Leads	Shared Drive\[Application] [Module]\Testing
[Module Component] [Business Process] Test Script.doc	Template for developing test scripts	Functional leads	Shared Drive\[Application] [Module]\Testing\Test Scripts

6.3.1 Naming Conventions

The template titles listed in **Table 10** above will serve as standard naming conventions for project file names. Documentation titles should follow the same conventions minus the program extension. When creating a document or saving a file, author will enter the appropriate information in the template by replacing the generic names in brackets with specific names. Naming and numbering schemes for reports, interfaces, and modifications should use these same naming guidelines and abbreviations. Guidelines for these author-entered items are as follows:

- [Application]: 'SA' for Student Administration, 'CR' for Customer Relationship Management, 'HR' for Human Resources, 'FN' for Financials.
- [Module]: Use the following abbreviations to represent the respective modules:

Customer Relationship Management (CR) Modules:

SL = Sales

MA = Marketing

Human Capital Management (HCM) Modules:

AW = Administer Workforce

BB = Base Benefits

PM = Position Management

PR = Payroll

RW = Recruit Workforce

Student Administration (SA) Modules:

- AA = Advising
- AD = Admissions
- AV = Advancement
- AS = Academic Structure
- CC = Campus Community
- FA = Financial Aid
- SF = Student Financials
- SR = Student Records

Miscellaneous Naming Standards

- In file names, leave spaces between words. Do not use an Underscore character between words.
- Capitalize the first letter of all words, except articles and prepositions, in document titles and file names.
- For titles or file names that include dates, use this dating format: YYYYMMDD.

6.3.2 Documentation Lifecycle

The lifecycle of project documentation outlined in **Table 10** above will typically follow these stages:

1. Meeting discussion / whiteboard graphic / brainstorm
 - To reduce confusion and rework, key points should be captured on paper. All standing meetings and most working meetings will assign a dedicated scribe to make sure that key points are captured on paper or electronically during the meeting.
2. Work-in-progress documentation
 - Project team members are encouraged to use the appropriate Microsoft Office tool for their documentation, including: Word, Excel, PowerPoint, Project, and Visio.
 - WIP documentation should be stored on the project's file share: [\itfs1.asu.edu\sishr\](http://itfs1.asu.edu/sishr/)
 - This file share is dedicated to the OASIS project. It is secure (administered by the project) and is backed up daily.
 - There are individual folders for each of the primary functional and technical teams.
3. Completed documentation
 - Completed documentation should be stored in the "Files" page of the Communication Center: <http://www.cedarcrestone.net/index.php?module=user&op=index>

PROJECT CHARTER



- The Communication Center is hosted by CedarCrestone. Security is administered by the project.
- Titles, descriptions, topics, subtopics, and document types should be entered for all completed topics.
- These completed documents are a valuable product of the OASIS project and will be referenced during and after the project. They will certainly be helpful during Upgrades and may be helpful when reapplying customizations during Updates & Fixes.

7.0 COMMUNICATION STRATEGY

The purpose of this section is to present a Communications Strategy to ensure the timely communication of appropriate information to University community about the PeopleSoft software and project, including its benefits and limitations, features, project funding sources and costs, implementation progress, and impact upon business and academic administration practices.. This undertaking will cause considerable change in the activities of ASU administrative staff, and, to a lesser degree, and in the way faculty and students exchange information and send and receive information to and from the University. This plan defines the goals, strategies, methods, timelines, roles and responsibilities for communicating information about the project to the University community. Understanding that this project will be a learning experience, changes to this plan may be made after its initial distribution with alerts to the community posted appropriately.

7.1 *Communication Goal and Objectives*

The challenge of the communications team is to help ensure the success of the project during the project lifecycle by using traditional and new media techniques of information and knowledge distribution. The communications plan must be organized, consistent and nimble enough to be modified as new issues arrive. The goals are:

1. Target communications to administrators, staff, faculty, and students.
2. Target communications in order to build and maintain credibility, sponsorship, and ongoing support.
3. Utilize available communication channels and media to increase overall involvement.
4. Build a positive impression within the community.
5. Remain flexible and nimble to adapt as the Project evolves.

7.2 *Approach to University-wide Communication*

The Communication Coordinator for this project will be the University Technology Office Communications Coordinator and project team members selected by the Project Director. Together they will develop a Communication Plan that determines project milestones, message go-live dates and delivery using traditional and new media tools (ex: faxing media advisories or blogging [or both]). University-wide communication will depend heavily on the contributions of Functional Team Leads, Project Management and University leadership.

The Communication Team will proactively recommend communication methods and activity to the Project Management Team and the Functional Council. Timeliness on approval turnaround for communications pieces will be critical to ensure quality and timeliness of delivery.

7.2.1 **Critical Communication Success Factors**

The following conditions are critical to the successful execution of this Communication Strategy:

- Communications efforts are validated by Functional Council and Project Management Team through usage, delivery and endorsement to the larger community of project participants and university community.
- Financial support and resources will be provided to design, develop, and deliver effective communication materials and events.
- Feedback is kept confidential and used constructively to improve communication effectiveness.
- Creativity is collaborated.
- Innovative use of new media technology is encouraged.

7.3 Roles and Responsibilities

7.3.1 Leadership Involvement

Responsibilities for Project Director, Functional Directors, Team Leaders, include, but are not limited to, the following:

- Contribution and participation to communication efforts and team meetings, communication events and required training sessions.
- Communicate the goals and benefits of the project within their spheres of influence.

7.3.2 Communication Team Roles and Responsibilities

- Generate articles and updates regarding the project, for internal and external communications.
- Creation and distribution of project media – press releases, media advisories, blogs, podcasts, wikis, and some web design developments.
- Planning and coordination of communication update meetings.
- Identify audiences and their information needs.

7.5 Communication Processes

7.5.1 Leveraging Communication Efforts

Following are a few techniques to help leverage communication efforts and sustain desired behavior:

- Develop a plan that is dynamic, interactive and integrated with the overall project plan.
- Integrate communication initiatives with key project events.
- Develop a clear, expeditious approval process.
- Deliver messages in a style that underscores the new direction, behaviors and results of the project.

8.0 DATA CONVERSION STRATEGY

Only data that is identified by project functional teams as critical to key business processes will be converted to the new database platform. Wherever possible, we will utilize CedarCrestone's developed data migration scripts for migrating data to the target PeopleSoft database. Because of their knowledge of legacy data, however, OASIS team members will have primary responsibility for extracting and cleansing data from legacy systems.

8.1. Conversion Scope

It is typical of most conversion projects to try to convert as much data into the new platform as possible. However, it can be counter-productive to convert data just because it exists. Some data may be better served by not being converted or by being transformed into another usable format. The scope of the data conversion effort is determined by applying the key strategies to three basic questions: What data will be converted? When will it be converted? And what tools or resources will be needed?

8.1.1 What Data will be converted?

As a general rule, data will only be converted if they have been identified by project functional teams as critical to key business processes or to meeting externally imposed regulations.

These will be reviewed by functional team members in the context of the Interactive Design and Prototyping (IDP) sessions for the various PeopleSoft Student Administration modules and the respective business processes that they support.

8.1.2 When will the data be converted?

The timing strategy for converting data is based on two key criteria:

1. When will the converted data be needed in the production database in order to meet the targeted go-live dates, which have been staggered to coincide with the administrative activities and information needs of the academic calendar?
2. What are the dependencies of each conversion category on other categories?

Based on these criteria, a logical conversion scope and sequence will be determined, which will include the following milestones for each conversion category:

- When the mapping of a specific conversion category should be complete
- When the extraction program for this category should be complete
- When testing of this conversion category should be complete
- When the data is needed in the production database
- When the converted data is required in production

9.0 TESTING STRATEGY

9.1 Testing Processes

Described below are the types of testing that will be applied throughout the project.

9.1.1 Unit Testing

The goal of unit testing is to test setups, assumptions, business processes, converted data, and customized code for a specific component. The functional team is responsible for developing and executing unit test cases of setup, assumptions, and business processes. The development team is responsible for developing and executing the unit test cases for converted data and customized components. Coding and unit testing will be iterated until all conditions are successfully tested. This testing is the final development activity for an individual component. The unit test plan and results are reviewed according to the quality assurance plans in place for the project before migrating the code from the development to the test database.

9.1.2 System Integration Testing

System integration testing begins once the setup data, converted data, and individual components have been migrated to the test database. The testing team is expanded beyond the initial functional and technical staff to include developers of interfaces and interfacing systems; users; system, network and database administrators; and documentation specialists. While this expanded team is used to define and conduct this testing, the responsibility for fixing errors discovered remains with the original functional and technical team. Simple conditions are tested first, followed by increasingly complex conditions until all inputs, processes, outputs and interfaces have been thoroughly tested. Functional requirements as well as data, security, performance, recovery, documentation and procedure requirements are tested.

9.1.3 Customization Testing

Functional Teams will develop and execute unit test scenarios for each modification to any type of PeopleSoft object, such as a record definition, programming code, report, interface, screen, menu, workflow process, or new application. These test scenarios are developed to assure that the customization has been successfully completed and the underlying processes are performing correctly within the module.

If the expected results are not achieved during testing, problems will be documented and reported on a test incident report. The customized objects will be reconsidered and reviewed by the developers to determine whether the customization was improperly performed, or if there is a problem with the validity of the test case scenario and expected results. Corrections will be made as required and the module will be subject to re-test until the expected results are achieved.

9.1.4 Performance Testing

As the implementation progresses, performance and stress testing methodologies will be incorporated into the project planning to validate the performance levels and resolve any issues prior to go-live. Post-production, these methodologies can be leveraged for on-going monitoring.

9.1.5 Acceptance Testing

During this activity, PeopleSoft outcomes will be verified in a simulated production environment based on user acceptance that the system performs in accordance with the stated objectives and meets ASU's requirements. Testing will be conducted at multiple locations, including "off-campus" to validate network accessibility. Users accept the system based on their validation of testing results utilizing live data. Users will be provided with test scripts to test supported processes. Their efforts will be supported by functional members of the Core Project Team. Each process to be supported is run through a scripted testing scenario that must yield anticipated results.

9.2 Participants

Representatives from across the University will be involved in the testing of the PeopleSoft system. This includes but is not limited to:

1. OASIS technical team members
2. OASIS core functional team members
3. Technical and functional consultants from implementation partners
4. Subject Matter Experts (SMEs) and other members of the campus community that have become engaged in the implementation

10.0 END USER ASSISTANCE STRATEGY

The purpose of this section is to present a strategy that encompasses the following end user support service components:

- Documentation
- Training
- Help Desk

These components must be integrated through common objectives and oversight, and through integration of materials and resources. To achieve this, Help Desk coordinators will work with the Documentation and Training Team to develop an “End User Assistance Plan”.

Resources

A Documentation and Training Team will be established. This team will consist of the following members:

- Functional Project Directors
- Training Coordinator
- Training Specialists
- Functional Leads
- Documenters (Subject Matter Experts from the functional teams with focus on developing documentation and training materials)
- Trainers (Subject Matter Experts from the functional teams with focus on delivering training)

10.1 End User Documentation Services

10.1.1 Documentation Objectives

1. Provide flexible documentation tools to guide core functional users, faculty, and students in performing tasks relevant to their respective roles using the new software
2. Follow a consistent style within the context of the ASU Style guides for printed and web-based media
3. Follow a revision and control process
4. Validate accuracy of information in all end user documentation through thorough testing

10.1.2 Documentation Approach

Each functional team will be responsible for developing the end user documentation for its respective business processes. The Business Process Guide is the foundation for documentation and training materials. The Functional Team Leads will be responsible for identifying each business process that requires additional documentation for ongoing process support. Working with the Documentation and Training Team the functional team will adapt the information in the Business Process Guide for documentation materials.

10.1.3 End Users' Documentation Needs

It is anticipated that documentation material will be delivered primarily through electronic media and available through a project website. The following documentation materials are examples of those that will be available:

- Training Manuals
- Business Process Guides
- Reference Guides
- Frequently Asked Questions
- Job Aids

10.1.4 Documentation Development

The Training Coordinator and Functional Project Directors will be responsible for planning and coordinating the document development and revision process. An outline of the steps is presented below.

1. The foundation of good documentation is the participation of those knowledgeable in the business processes within the IDP teams. Team members will leverage current documentation about current processes as well as their experience.
2. During IDP sessions workbooks provided by CedarCrestone will be modified and adapted to the scope of implementation and functionality needs at ASU.

3. IDP teams will summarize the results of their meetings into Business Process Guides, which will serve as the primary end user documentation. The Business Process Guides will follow a common format using the **Business Process Guide Template**.
4. The Business Process Guides will be used during testing. Further modification may be made based upon feedback from those involved in testing.
5. The Business Process Guides will subsequently provide the framework for End User Training materials.

10.1.5 Maintenance and Distribution

End user documentation will be stored on the Project Website, enabling immediate updating and self-service access as needed.

The Training Coordinator will monitor the revision and control process. Each Functional Team Lead will be responsible for assuring that documentation relevant to his/her area of responsibility is maintained and updated.

10.2 Training Services

10.2.1 Training Objectives

The goal for training is to provide opportunities for ASU staff to enhance their skills to improve customer service, streamline business processes, reduce operations costs, and increase our systems management capability. To meet these goals, the training team will be guided by these objectives:

1. Develop a process-based approach to ensure that all training is specific to the job tasks of our personnel.
2. Work with administrators to determine the training needs of the management and staff in their areas.
3. Apply a just-in-time schedule for training end users.
4. Provide training through technology where feasible to enable users to complete training with as much convenience as possible.
5. Develop a training curriculum using a variety of tools to match the need for initial training within the available project resources and provide the foundation for an ongoing training program.

10.2.2 Training Approach

The first step in defining the training approach is the development of a training plan for initial implementation. The Training Coordinator will be responsible for developing this plan which will include defining a training curriculum and a schedule for developing materials and delivering training. It is anticipated that the training curriculum will use a modular approach that is business-process oriented and use a variety of delivery methods.

Example Delivery Methods:

- Face to face training using both training specialists and Subject Matter Experts as trainers.
- Web-based resources for self-paced training including documentation, process guides, training materials and web-based tutorials.
- Train the trainer offerings where core team members will train key users who will then be responsible for training others in their units.

The project team will use the ASU developed Business Process Guides and training materials and programs developed at other institutions. Resources available to support training efforts include the Training and Documentation team, a separate technical environment for training, training tools licensed from PeopleSoft, training classroom facilities and the project website,

Materials developed for initial implementation will be available to meet ongoing training demands.

10.2.3 Training Processes

There are four processes essential to successfully implementing end user training: communication, enrollment, delivery, and assessment. We outline below activities to be conducted within these processes.

Communication Processes

Using project communication methods, the Training Coordinator and Functional Project Directors will be responsible for communicating the following information to end users regarding end user training:

- Training requirements for staff and faculty
- Training plans explaining what training is required and recommended, based upon role
- Course availability, schedules, objectives, descriptions (including course length), and options
- Enrollment information,

Enrollment Processes

The Training Coordinator will manage the training enrollment process that entails the following activities:

- Scheduling courses, instructors, and facilities
- Setting and enforcing course eligibility
- Registering learners and maintaining enrollment and completion records
- Correlating security profiles with training needs

Delivery Processes

Delivery of end user training will depend on the type of end user, the number of users who need to learn a specific process, and their location. The Training Coordinator and the Functional Project Directors will work closely with administrators to determine specific combinations of training units needed for ASU staff and faculty members. This information will be documented in the Training Plan. At a strategic level, for the purposes of this project charter, we group end users into four types and will address each group in the training plan.

There are four major types of end users:

- Core functional users (primarily ASU staff and administrators) who process business transactions
- ASU faculty and instructors
- ASU faculty and staff who provide assistance to students and customers
- ASU self-service customers both employees and students

Assessment Processes

An assessment process will be developed to evaluate the following:

- Prerequisite skill levels for course entry

PROJECT CHARTER



- Competency levels for course equivalency
- Mastery levels for satisfactory course completion
- Quality and effectiveness of the training provided

Training Environment

Once an end user training plan has been developed, the training team will be responsible for setting up the training schedule and securing facilities and equipment for hands-on classroom training and open labs, including desktops with the necessary network connectivity, as well as projection and other presentation equipment. The Training Team working with the Security Team will design a PeopleSoft technical environment for training, including training databases with appropriate security.

10.3 Support Services

Included in this description of a support model which outlines a preliminary strategy, objectives and approach.

10.3.1 Help Desk and Support Service Objectives

1. Train Help Desk staff in PeopleSoft functions and related hardware and browser issues.
2. Accept, document and track service calls.
3. Route trouble tickets to the appropriate technical or functional specialist for resolution.
4. Validate satisfactory resolution of each trouble ticket.
5. Analyze problem reports to serve as feedback for continued improvement of business processes, system enhancements, training, and documentation.
6. Provide a framework for assigning users with the security access to PeopleSoft which is appropriate to their role.

10.3.2 Approach

End user assistance for will be provided by a central support organization. The proposed model is based on both current practices at ASU and an effort to adopt best practices. This model utilizes centralized receiving and tracking of all problems, centralized response to basic or common problems, such as system access and basic system navigation, and referral to technical and functional specialists for more complex problems. If a problem cannot be resolved by ASU staff, an ASU technical specialist will open a case with the hosting vendor, CedarCrestone, or with PeopleSoft.

The specifics of the support structure will by defined through the Help Desk plan.

11.0 POST-IMPLEMENTATION STRATEGY

The Post-implementation strategy must address two critical concerns: (1) The transition from familiar to unfamiliar terms, forms, user interfaces, and processes, and (2) the ongoing operation of the new system. Budget has been identified for system sustainability and staffing needs. The project management team will develop a Transition Plan by third quarter, 2007 which will address the following issues:

- New Roles and Responsibilities in Functional Areas
- New Roles and Responsibilities in University Technology Office
- Implementing desired PeopleSoft functionality not included in the OASIS Project
- Sustainability of the PeopleSoft system
- Upgrades